



# CHECK-IN

## BACK TABLE

- Ensure your information is accurate
  - Indicate in left column that you attended
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# EWTG LAND

Expeditionary Warfare Training Group, Atlantic





**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

# NAVAL AMPHIBIOUS CENTER OF EXCELLENCE CONCEPT DEVELOPMENT CONFERENCE

23-25 SEPT 08



# **SCHEDULE**

## **Tues 23 Sept**

**0800-0830 Check-in**  
**0830- Welcome aboard**  
    COL Dickey, CO EWTGL  
    RDML McKnight, Commander ESG 2  
    -1030 NACOE Concept Presentation  
**1030-1130 Concept discussion**  
**1300-1430 Missions, Functions and Tasks (MFT)**  
**1430 RDML Quinn, CSFTL**  
    - MFT Discussion

## **Wed 24 Sept**

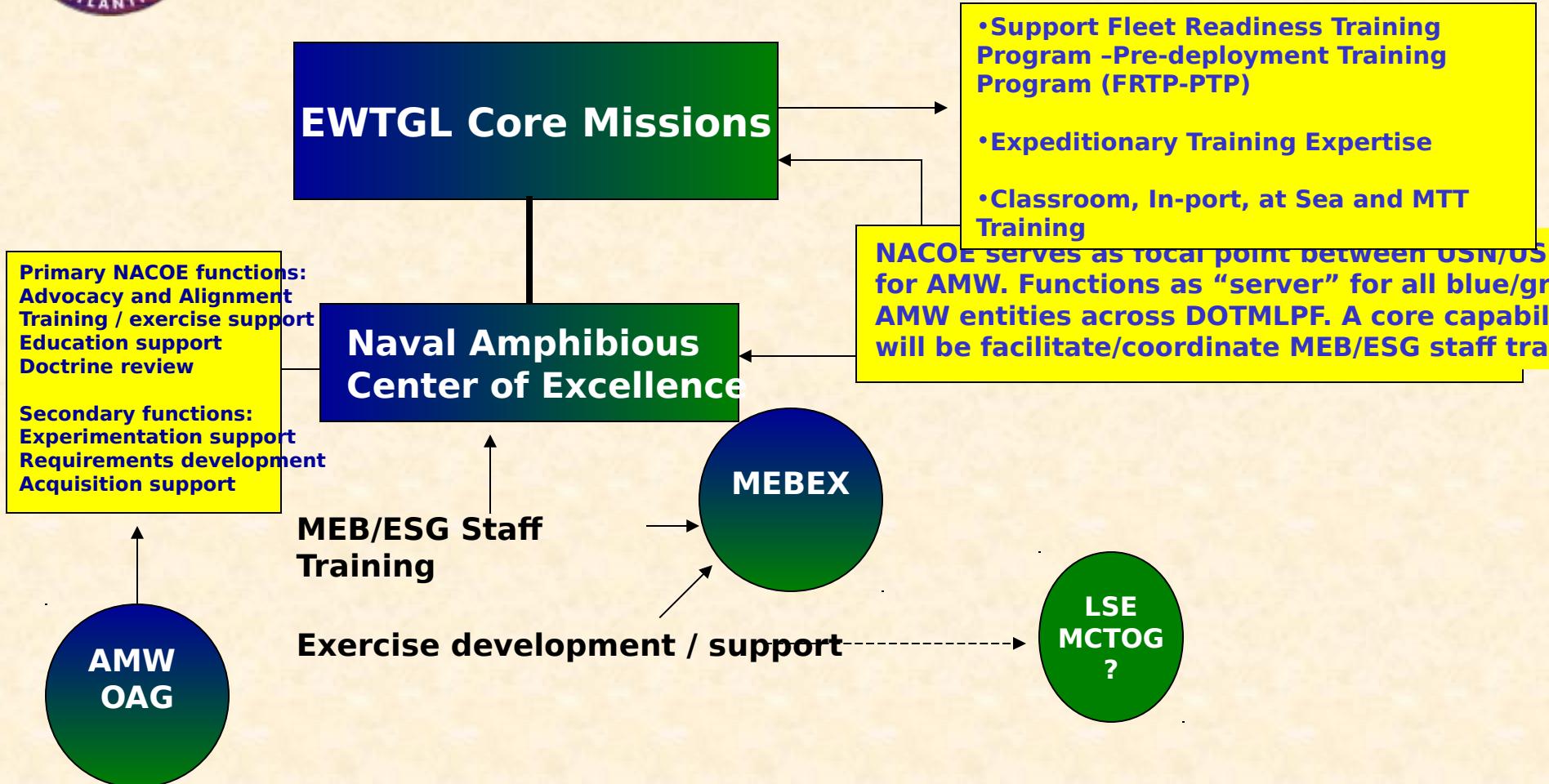
**0800-1000 MFT Discussion**  
    Working groups (as required)  
**1000-1130 Draft Charter**  
**1300-1500 Charter Discussion**  
    Working groups (as required)  
**1500- Structure and Cost**

## **Thur 25 Sept**

**0800-1000 Structure and Cost**  
    Working groups (as required)  
**1000-1100 POA&M**  
**1100- Outbrief requirements**



## EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC





# **Naval Amphibious Center of Excellence**

- USN / USMC Amphibious focal point: advocacy, coordination, integration
- Hybrid of functional TECOE and WCOE
- Service Level - Requires USN/USMC approval/coordination
  - Potential to eventually become a Joint COE
- DOTMLPF:
  - Develop training continuum. Coordination a facilitating MEB/ESG staff training is a core capability
  - Develop T&R Manual (requirement TBD)
  - Support amphib advocate for USN / USMC & support Amphib Operational Advisory Group (develop relationships with PPO, N35, and N85)
  - Identify requirements and provide AOs to support acquisition programs
  - Primary for Amphib Doctrine/TTP review and Lessons Learned
  - Input into experimentation
  - Coordination with school houses

**Primary functions:**  
**Advocacy and Alignment**  
**Training / exercise support**  
**Education support**  
**Doctrine review**

**Secondary functions:**  
**Experimentation support**  
**Requirements development**  
**Acquisition support**



# Recent Activity

- Brief to VADM Williams, C2F and LGen Natonski, MarForCom
- C2F conversation with C3F, VADM Locklear III
  - Determination that “NACOE” will exist at EWTGL as the Center of Excellence
- USFF conversation with MARFORCOM
  - Understanding of the Navy-Marine Corps push
  - To be pursued up the Navy WCOE structure
- C2F desires a 21 Nov 08 ribbon cutting



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## **EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**



# Deliverables

- POC Refinement
- Draft Tasks, Functions, Mission
- Draft Charter
- Draft Structure and Cost
- POA&M
- Topic for Commander's Conference
  - USFF tasker - WCOE
- Discussion



# Desired Outcomes/Objectives

## Context

- **Discuss Warfare Centers of Excellence task from the June 2008 Commander's Conference.**
  - **“Refine the scope, responsibilities, authorities, and command and control for established warfare centers of excellence (WCOE). Make recommendations concerning the requirement to create additional WCOEs and recommendations to eliminate or realign legacy related organizational constructs/functions.”**

## Desired Outcome

- **Additional guidance for completion of task.**



# Disclaimer

- This is a Concept DEVELOPMENT conference
  - Not an approved plan/concept
  - Unevaluated concept
  - Looking for concept validation and recommendations
- Reference to draft working papers
- Reference to other briefs
- Concept subject to change without notice
  - HHQ guidance
- Subject recommended changes to:
  - [erin.zellers@navy.mil](mailto:erin.zellers@navy.mil)
  - 757 462-4938



# Terminology

- MEB, ESG, ARG/MEU, MEBEX
- Naval
- EWTGL/EWTGP
- AMW
- FRTP / PTP
- Navy & Marine Corps
  - Synthetic; Live, virtual, constructive (L-V-C)

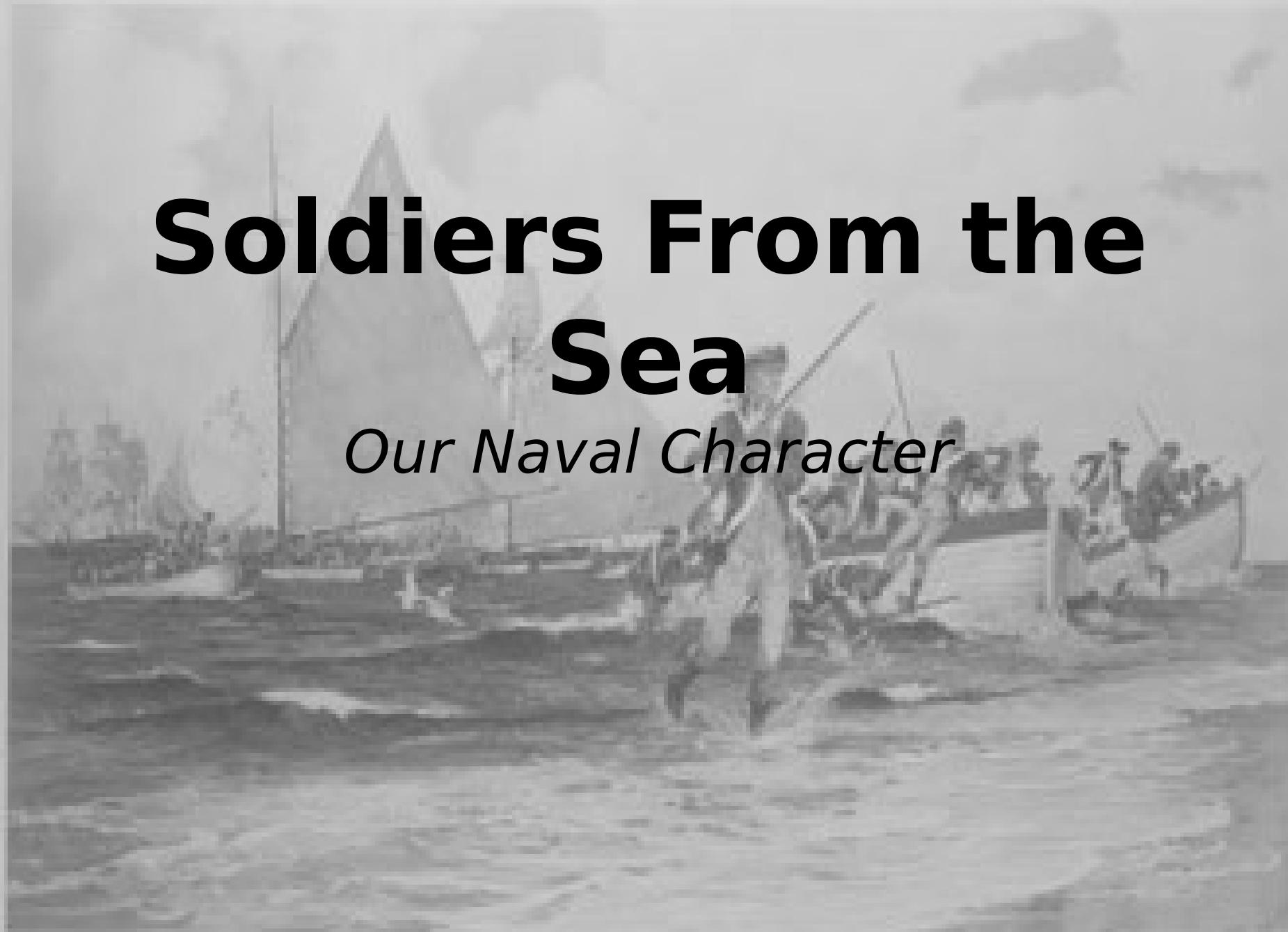


# References

- TECOMO 5420.1 – Training and Education Centers of Excellence
- NTTP 1-01 - The Navy Warfare Library
- MCBUL 5603 – Marine Corps Doctrinal Proponency Assignments
- TECOMO 3501.1 - Standing operating procedures for advocate integration
- CNA / GAO Reports
  
- USN Briefs (USFF, CSFTL)
- USMC Briefs (MarForCom, PPO, TECOM)
- EWTGL Briefs

# **Soldiers From the Sea**

*Our Naval Character*





# CMC/CNO statements

**A degraded capability to conduct amphibious operations above the MEU/ESG level.**

**“...the skills needed for combined arms maneuver and amphibious warfare have deteriorated.”**

***Commandant's 2006 Planning  
Guidance***

**“...enhancing our capability to conduct expanded core capabilities ...some capabilities require immediate attention, in particular our littoral capabilities...expand and refine our training to include additional skills while honing our ability to command operational level campaigns.**

***ADM Roughhead brief to the House Armed Service Committee (13 Dec 07)***



# Most Recently

**“...We must reconnect to our naval character and proficiency, ensuring our Marines and Sailors are prepared to fulfill our role as an amphibious force in readiness and fully able to “fight from the sea”...”**

*CMC Washington 301724Z JUL 08*



# GAO Observations

**“... the Navy has not yet established a specific implementation goal for expeditionary strike groups and other forces.”**

**“ ...the Navy has not fully identified the resources required to achieve FRP [Fleet Response Plan] goals.”**

***GAO Report Feb 2008***



# The Problem

- Combatant Commander OPLANs require forcible entry amphibious capability at MEB/ESF level
- Lack of Amphibious know-how in USMC is an Institutional, Operational, and Unit problem; solution requires a measured, holistic approach. Commitments to support OEF and OIF have impacted the ability of the USN and USMC to conduct brigade (MEB) level amphibious operations, resulting in the atrophy of critical C2 skill sets
- Majority of USMC have done multiple tours in OEF and OIF but little experience aboard amphibious platforms
- Focus on OEF / OIF missions has also detracted from traditional amphibious skills above the MEU level



# The Problem

- Last East Coast MEB-size exercise was conducted in 2001 (pre-9/11)  
Focus on OEF / OIF missions has also detracted from traditional amphibious skills above the MEU level
- Restructuring of CPG-2 and CPG-3 to flag-level ESG Command Elements has further impacted AMW knowledge base
- Evaporation of Navy AMW experience; fewer naval personnel with hands-on experience conducting MEB level amphibious operations

**Objective: Rebuild and attain the necessary skill sets to enable the Navy and the Marine Corps to exercise effective C2 to execute successful amphibious forcible entry operations**



# CMC'S INTENT

## *Purpose*

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**We are soldiers of the sea. Our naval character has been allowed to wane in deference to the demands of the current fight. We must reconnect to our naval character and ensure our Marines and Sailors are prepared to fight from the sea.**



# Gaps

- Operational level
  - PHIBGRU ≠ ESG
    - Reorganization
    - Modification of mission (ref USFF Draft)
    - Association with SG/MEU and PHIBRONs
  - MEF(Fwd) ≠ MEB
    - Standing MEB staff
    - Amphibious experience
    - OPTEMPTO



# Gaps

- Staff Training and certification
  - MSTP trains MEF *and* MEB
  - CSFT responsible for ESG CE training
  - CSFT responsible for SG training
  - SOTG trains MEU
  - EWTG / TTG assist training MEU / SG
- Training and certification of Naval staffs
  - SG/MEU
  - ESG/MEB
  - ESF



# Training Naval Staffs

MEB/ESG & MEU/SG

- Identification of METLs
- NTP vs MCPP (and JOPES)
  - Deliberate “Naval” Staff Planning
    - OPTASK AMPHIB
    - Landing documents
- ESF
- MPF integration
- Habitual staff relationships
- JTF

- Training and Certification
  - Building block approach



# Gaps

- Individual Education and Training
  - Training
    - EWTGs
    - TTGs
    - MOS/NEC Schools
  - Education Programs
    - EWS
    - Command and Staff Colleges
    - War Colleges
    - Joint Staff College
- Goal
  - Standardized
  - Progressive
  - Valid



# Inconsistencies

- SG/MEU FRTP/PTP differences
  - East Coast / West Coast / Pacific
  - Same missions - Same METL
- ESG/MEB training
- Doctrine
  - Navy, Marine Corps, Joint (i.e. JP 3-02)
- Nesting emerging requirements/technologies
  - V22, C2 Systems, JSF
- Naval & Amphibious lessons learned
- Tactics, techniques and procedures - Best practices
- Advocacy
  - Stovepiped, Service specific
  - Year-round requirement
  - Representative to other Advocate forums



# Guidance

“...increase naval force capability...advance the amphibious and expeditionary capabilities of the Combatant Commanders...strengthen concepts and training that enhance naval contributions to the Long War... Continue to develop centers of excellence.”

*Commandant's 2006 Planning Guidance*

“map the current status/tasks/org structure, etc. of the WCOE's and make recommendations for possible changes in structure and mission”  
“provide your perspective concerning training, doctrine and manpower issues relevant to the WCOEs”

“Make recommendations concerning the requirement to create additional WCOEs and recommendations to eliminate or realign legacy related organizational constructs/functions. ”

*USFF Tasker Jul 2008*



# How does a COE address the problem?

- Naval Staff
  - Coordinated effort between USN/USMC is a unique challenge not shared by other COEs
  - Must strive to make this a balanced Blue/Green effort
- Standing Staff
  - Manned to address issues year-round
  - Operationally/community experienced
- Appropriately and formally Chartered
  - Granted authorities and responsibilities to coordinate/facilitate



# How does a COE address the problem?

- Service level advocate for Naval Amphibious issues
- Create/Review/Comment on Doctrine, Requirements, Training and Education
- Participate/Lead/Host - Operational Advisory Groups, Summits, and amphibious warfare related Technical Advisory & Equipment Conferences
- Participate in sister service organizations to maintain interoperability and S/A on all amphibious warfare and training issues



# How does a COE address the problem?

- Reality: USMC and USN operationally involved
  - No amphib focus during exercises developed to preserve amphib skills
- Result: No one notices deficiencies or skills perished
- NACOE will assist in determining deficiencies (and providing realism to training events to further ID deficiencies?)

## **Bottomline**

**You are here to help us build the NACOE**



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## **EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**



# Centers of Excellence

- Marine Corps
  - Training and Education Center of Excellence
- Navy
  - Warfare Centers of Excellence
- Combined / Joint
  - Combined/Joint Operations from the Sea COE



# Mission Statement

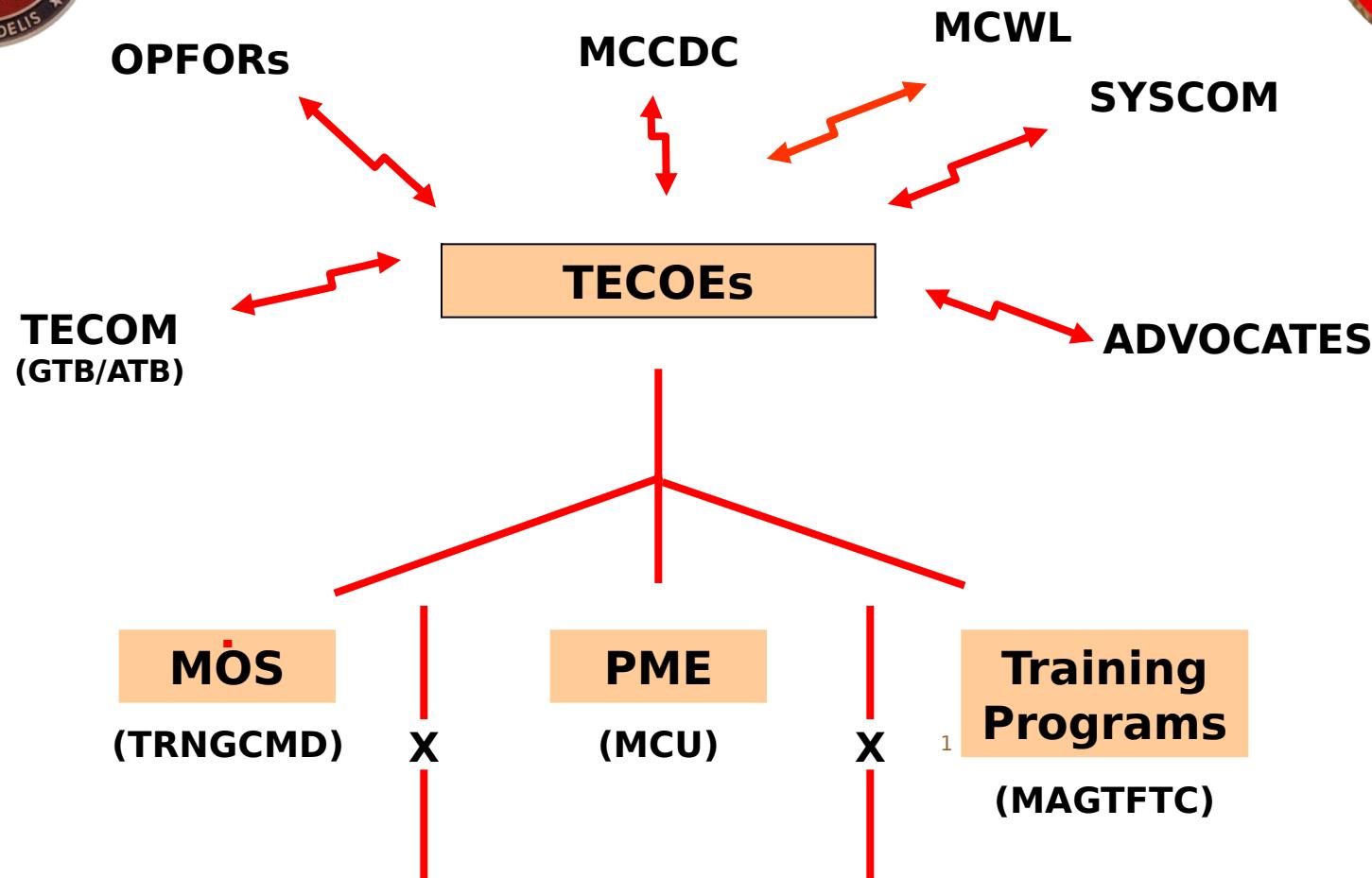
Training and Education Centers of Excellence (TECOE) serve as the focus for designated training and education issues within the Marine Corps. Their primary responsibility is the creation, maintenance, sustainment, and synchronization of the Training and Education Continuum for a particular Military Occupational Specialty (MOS), occupational field, warfighting function, operational environment or common military skill. TECOEs provide connectivity between the Operating Forces, Expeditionary Force Development Center (EFDC), Advocates, Marine Corps Systems Command (MCSC), the Marine Corps Warfighting Lab (MCWL), and Training and Education Command. In concert with these organizations, TECOEs produce timely and relevant solutions for validated training and education requirements resulting from new technology, equipment, organizational changes, or doctrine.



# Existing TECOEs

- Amphibious Vehicle TECOE (AVTECOE)
- Artillery TECOE (ATECOE)
- C2 TECOE (C2TECOE)
- C4 TECOE (C4TECOE)
- Health Services TECOE (HSTECOE)
- Logistics TECOE (LOGTECOE)
- Marine Corps Engineer TECOE (MCETECOE)
- Marine Corps Intelligence TECOE (ITECOE)
- Marine Corps Marksmanship TECOE (MCMTECOE)
- Marine Corps Tank System TECOE (MCTSTECOE)
- Military Police TECOE (MPTECOE)
- Motor Transport TECOE (MTTECOE)
- NBC Defense TECOE (NBCDTECOE)
- Personnel Admin TECOE (PATECOE)

# Functional TECOE Realignment





# Proposed TECOE Mission

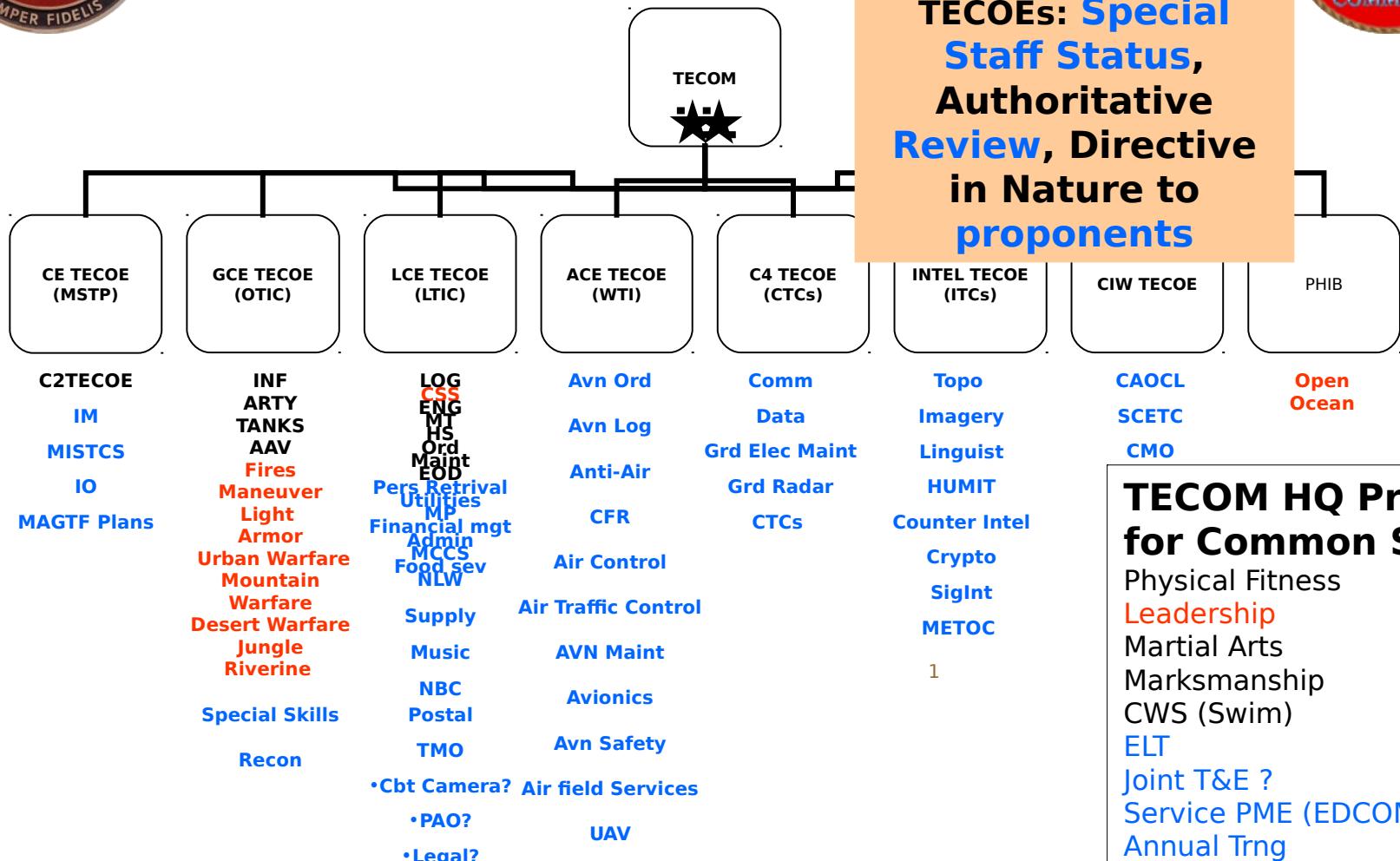


- Develop the T & E continuum for cognizant MAGTF Element / OCCFId to support Advocate & OPFOR reqs.
- Review and validate T & R Manuals / ITS
- Review and validate all T&E curricula (POIs)
- Assign AO's to participate in MCWL/Joint experimentation
- Assign AO's ISO acquisition programs
- Serve as TECOM representation and at appropriate Advocate Forums
- Support Development and review of Doctrine & TTPs

***Proposed TECOE TASKS***



# Functional TECOE (Proponents)



# TECOEs: Special Staff Status, Authoritative Review, Directive in Nature to proponents

## **TECOM HQ Proponer for Common Skills**

Physical Fitness  
Leadership  
Martial Arts  
Marksmanship  
CWS (Swim)  
ELT  
Joint T&E ?  
Service PME (EDCOM)  
Annual Trng  
Grd Safety  
Trng /T-3S



# Warfare Centers of Excellence

- **1.6.2 Warfare Centers of Excellence**

A WCOE is an organization that with the help of resident subject matter experts, develops, improves, tests, validates, and evaluates fleet doctrine and platform- and mission-specific TTP in surface, air, strike, undersea, **amphibious**, antiterrorism/force protection, space, mine, special warfare, special operations, electronic, information, logistics, combat medicine, explosive ordnance disposal, or **expeditionary warfare**. These experts play secondary roles in enhancing the capability of the Navy forces to operate effectively in unilateral, joint, and coalition operations across the broad spectrum of missions and possible operating environments through an active role in fleet training, resulting in increased operational readiness for Navy, Marine Corps, and allied forces. Additional duties of a WCOE may include responsibilities in the areas of operational test and evaluation, research and development, experimentation, modeling and simulation, war gaming, requirements definition, and joint and allied doctrine and TTP development.



# Warfare Centers of Excellence

- Commander, Submarine Development Squadron Twelve Fleet Information Warfare Center
- Naval Networks and Space Operations Command Naval Strike and Air Warfare Center
- Navy Special Warfare Command
- Commander, Mine Warfare Command
- Surface Warfare Development Group
- Air Test and Evaluation Squadron One
- Naval Operational Medical Institute



# Background

- **Oct 2003 USFF establishes Fleet Collaborative Teams in support of Sea Trial process**
- **Jan 2004 CNO message aligned Warfare Centers of Excellence (WCOE) ADDU under USFF for purposes fleet support of Naval Capabilities Development Process (NCDP)**
  - **In 2004, five of the nine WCOEs did not fall under USFF chain of command**
- **Formalized command relationships for NCDP and Sea Trial program**



# Way Ahead

## Options

- ***Compare Missions Functions and Tasks of all WCOEs looking for redundancies and gaps***
- ***Develop a minimum set of requirements for WCOEs to support NCDP and Sea Trial processes***
- ***Investigate need for additional WCOEs or consolidation of existing WCOEs***
- ***Investigate effectiveness of ADDU relationship for NCDP and Sea Trial***

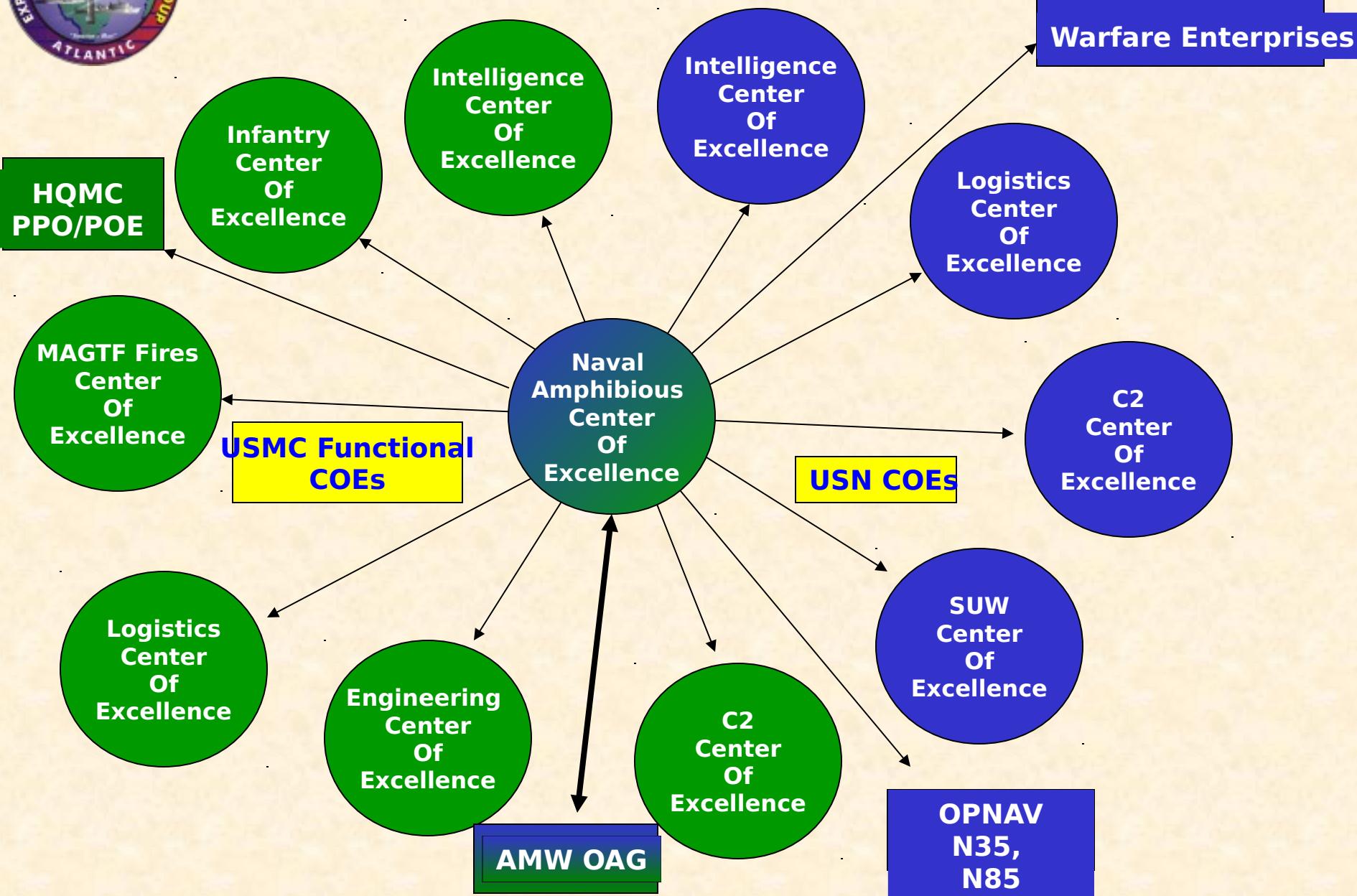


# Combined/Joint Operations from the Sea COE (CJOS)

- Director – VADM Williams, C2F
  - Principal advisor to Supreme Allied Commander Transformation (SACT) on combined joint operations from the sea
- NATO COE
  - recognized expertise and experience on specific military subjects, for the benefit of the Alliance and sponsoring nations, especially in support of transformation
- MISSION
  - Working in conjunction with the Commander US Second Fleet, the CJOS COE will provide a focus for the Sponsoring Nations and NATO in improving allied ability to conduct Combined Joint Operations from the sea in order to ensure that current and emerging global security challenges can be successfully tackled



## EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC





# What it could be

- Advocacy, Integration and Coordination
- Combination of TECOE and WCOE
  - Naval
- Coordination point – “Server”
  - Feeder to both services
- Service level orientation
- Operationally minded



# What it isn't

- Replacement for existing commands
- Large cumbersome staff
- “Do all” and “end all” for amphibious issues



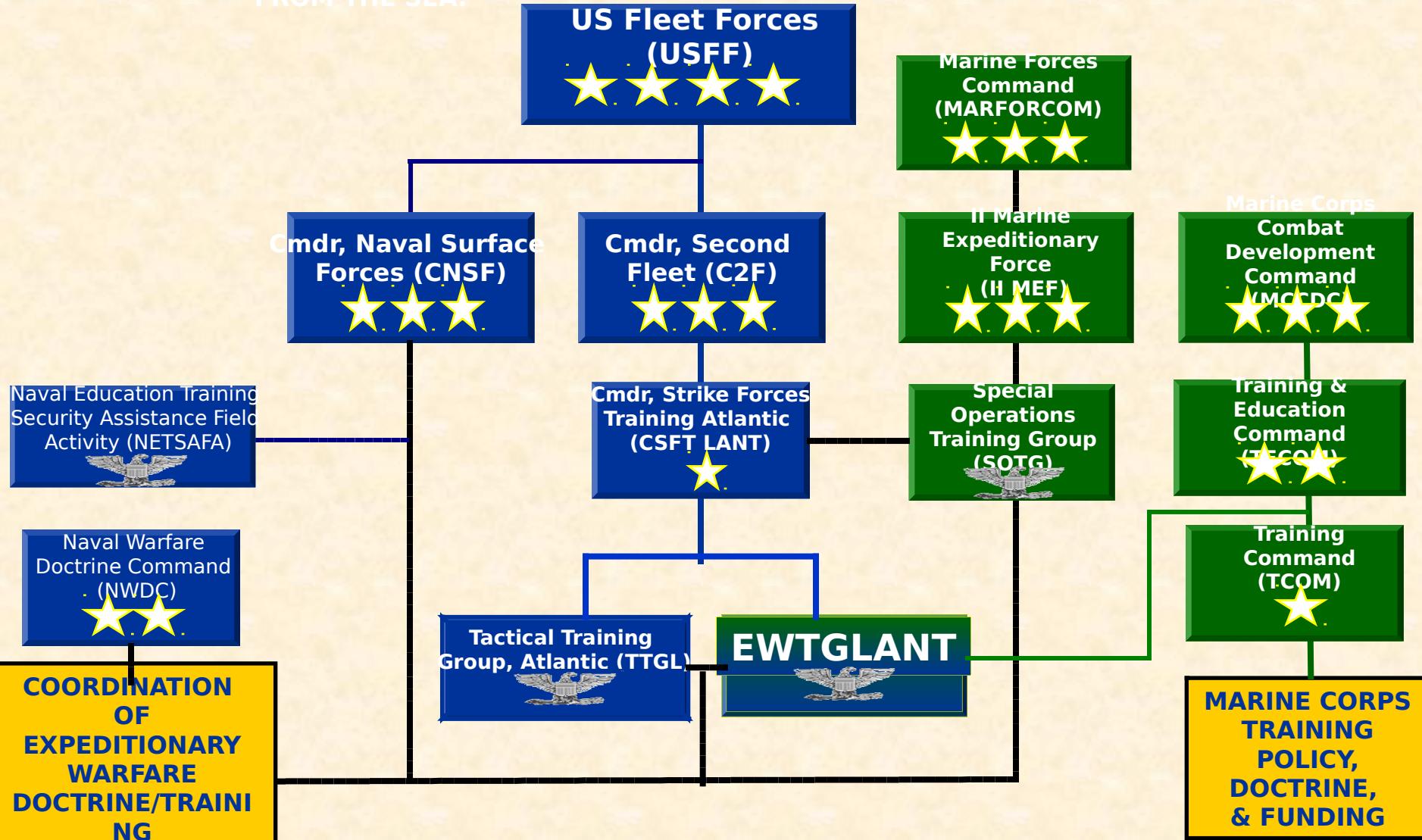
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## **EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**



## EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC

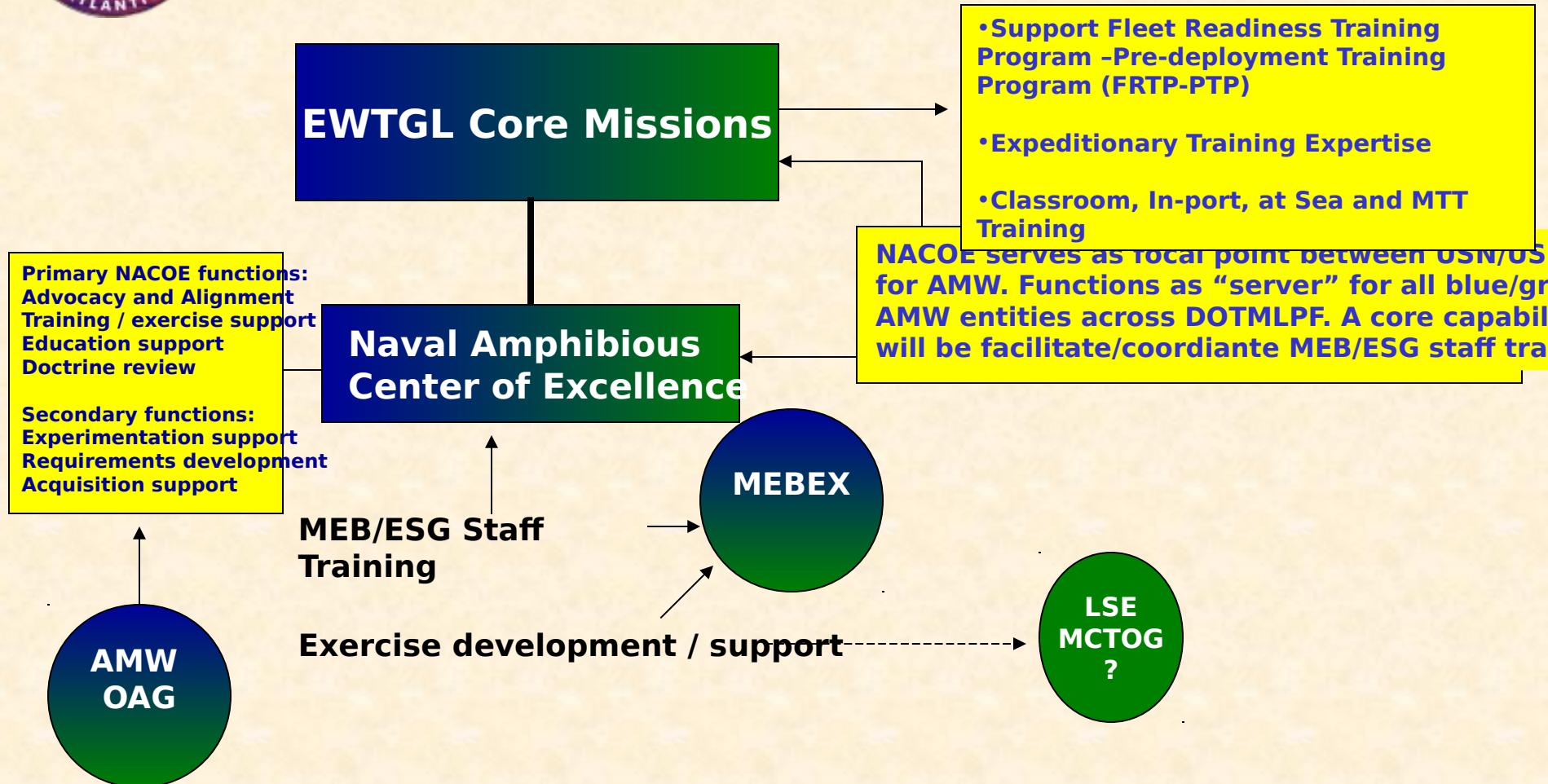
**MISSION - "TO CONDUCT TRAINING AND INSTRUCTION IN THE DOCTRINE, TACTICS, AND TECHNIQUES OF NAVAL EXPEDITIONARY WARFARE, WITH A FOCUS ON AMPHIBIOUS OPERATIONS, IN ORDER TO SUPPORT OPERATIONAL COMMANDERS IN MAINTAINING FORCES READY TO PROJECT MILITARY POWER FROM THE SEA."**







## EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC



**Potential Sequel: Evolve NACOE into the JACOE**



# *EWTGLANT's Role*

- The EWTGs are Naval Commands
  - serve as focal points between USN/USMC for amphibious training issues
- EWTGLANT is designated as ESG lead for training in Strike Force Training, Atlantic (SFTL)
  - Conducts R2P2 Planning primers for MEU/Phibrons
  - Conducts MEU/ESG Workshops, first official event in the FRTP/PTP
  - Supports Fleet Synthetic Training and other independent synthetic events
  - Trains, observes, and evaluates SACCEX
  - Certifies Naval Surface Fire Support (NSFS) for all 2nd Fleet
  - Mentors and observes throughout all key FRTP/PTP events
  - Coordinates with II MEF SOTG



# *EWTGLANT's Role*

- Individual level school house: 17 FFC / 5 MCCDC-sponsored courses, plus MTTs
- Involved with NATO Amphibious Working Group
- Trains international students, conducts coalition training
- Provides input to USN and USMC doctrine & policy



# *EWTGLANT Initiatives*

- Revitalize Amphibious Competencies
  - MEB/ESG Forcible Entry / Amphibious Operations Exercise
    - Skill set training, planning, execution
- Operational Command Post Exercises
  - 1NCD, ESG-2, COMUKAMPHIBFOR
- FRTP-PTP
  - MOU/MOA
  - C2F - II MEF Instruction
- NATO Conferences
  - Deputy, Head of Delegation
  - NATO Alligator Conference
  - NATO Standardization Agency
    - Amphibious Operations Working Group
    - Joint Intelligence Working Group
- Support to and participation in AMW OAG
- Establishment of Naval Amphibious Center of Excellence



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## EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC



# CMC'S INTENT

## *Purpose*

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**We are soldiers of the sea. Our naval character has been allowed to wane in deference to the demands of the current fight. We must reconnect to our naval character and ensure our Marines and Sailors are prepared to fight from the sea.**



# CMC'S INTENT

## *Method*



- Establish a naval mindset by embracing our naval heritage and traditions.



- Mastery of our amphibious capabilities and core competencies.



- Strengthen the Navy - Marine Corps relationship at all levels. From the HQs and component levels developing concepts, policies, and doctrine to the operating/naval forces putting it into action in support of our nation's strategic objectives.



# CMC'S INTENT

## *Endstate*



**The Naval Forces of the United States are ready to come from the sea against our nations foes in any clime and place whilst maintaining their role as the leading edge of our nation's forward presence.**





# Comprehensive approach

## *Three Lines of Operation*

### *Institutional Commitment / Process*

*Assessment / DOTMLPF*

*Executive level venues (Warfighter, OAG, COE)*

### *Operational/Staff Level Training*

*CPX, Wargames, JTFEX, Synthetic, Synthetic/Live, Live*

### *Tactical / Unit Level Training*

*TCAT, FRTP-PTP, TTPs, Academics*

**Process continues and adjusts with an  
assessment**

**of the current state of MEB/ESG  
amphibious assault capability and capacity**



# Concept of Ops

## *The Trinity of Amphibiosity*

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- The revitalization of our amphibious competency will be accomplished by action along three pillars. The Trinity of Amphibiosity: Policy, Doctrine & Resources; Education; and Operations & Training.
  - An intellectual approach to the review of our amphibious doctrine, policies, and resourcing, assessing the shifting dynamics of maritime warfare and ensuring our amphibious tenets keep pace with evolving capabilities, technologies, allies and foes.
  - Educating our Marines and Sailors is fundamental to the success of this effort. The current land focused campaigns have diverted our attention from our traditional missions. Future plans depend on our ability to operate and fight from the sea. We have allowed our amphibious expertise to erode. We must re-invigorate our educational institutions and the professional education of our warfighters in amphibious operations.
  - Finally this effort must be operationalized. The “warfighters” must invest the energy and resources to complement education with specific and focused training. This training should include challenging amphibious exercises up to and including MEB sized amphibious landings.



# Concept of Ops

**Strengthen the Navy/Marine Corps relationship**



- **Strengthen the Navy - Marine Corps relationship at all levels. From the HQs and component levels developing concepts, policies, and doctrine to the operating/naval forces putting it into action in support of our nation's strategic objectives**
  - Service HQs;
    - Translate the CNO and CMC's guidance as published in the NOC / MOC / Maritime Strategy into integrated policies and doctrines that support the application of our new concepts, capabilities, and resources to training and equip the naval forces in support of our national interests.
    - Synchronize the Navy and Marine Corps capabilities
      - Global Fleet Station
      - NECC - How do they integrate/complement
      - Security Cooperation MAGTFs
        - » Operations from LCS and other ships
  - Components
    - Coordinate MARFOR and NAVFOR theater specific objectives and initiatives
    - MARSOC
      - Synchronizing MARFORs with TSOCs
  - Training and Education Cmds;
  - Operating Forces
    - Familiarization Training
    - Amphibious Exercises



# *Institutional Level Discussion Issues*

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- **In the context of current OPLANS/CONPLANS, what TTPs are still relevant?**
- **Does STOM/Seabasing, supported by MPF, work as advertised in a forcible entry operation? How does it support the Long War?**
- **What is the status of our load plans? Are they validated, what fits, what doesn't, and what we're going to do about it?**
  - **How big is a MEB/ESG/ESF? How much does it weigh and how much space does it require?**
- **To what degree does our current C2 afloat need to “flex” in a EMW/STOM/Distributed Ops ashore environment? What must be done to address any lack of required capability?**
- **What are the new threat weapons systems and their impact on amphibious operations?**
- **How will our lack of sufficient MCM and NSFS capabilities affect us in a forcible entry scenario? Same with lack of surface lighterage and connectors to move MEB-size forces.**
- **Does NECC have a role in amphibious warfare, specifically forcible entry ops? What is it?**
- **What impact will buying Big-deck amphibs with no well decks have on surface assault, forcible entry capabilities?**
- **What are we currently teaching in the school house about amphibious operations— CMDREL, Embarkation, MPF, Ship-To-Shore Movement, Joint Amphibious Operations, New Platforms—V-22, Command and Control, NSF, OMFTS/STOM, etc?**



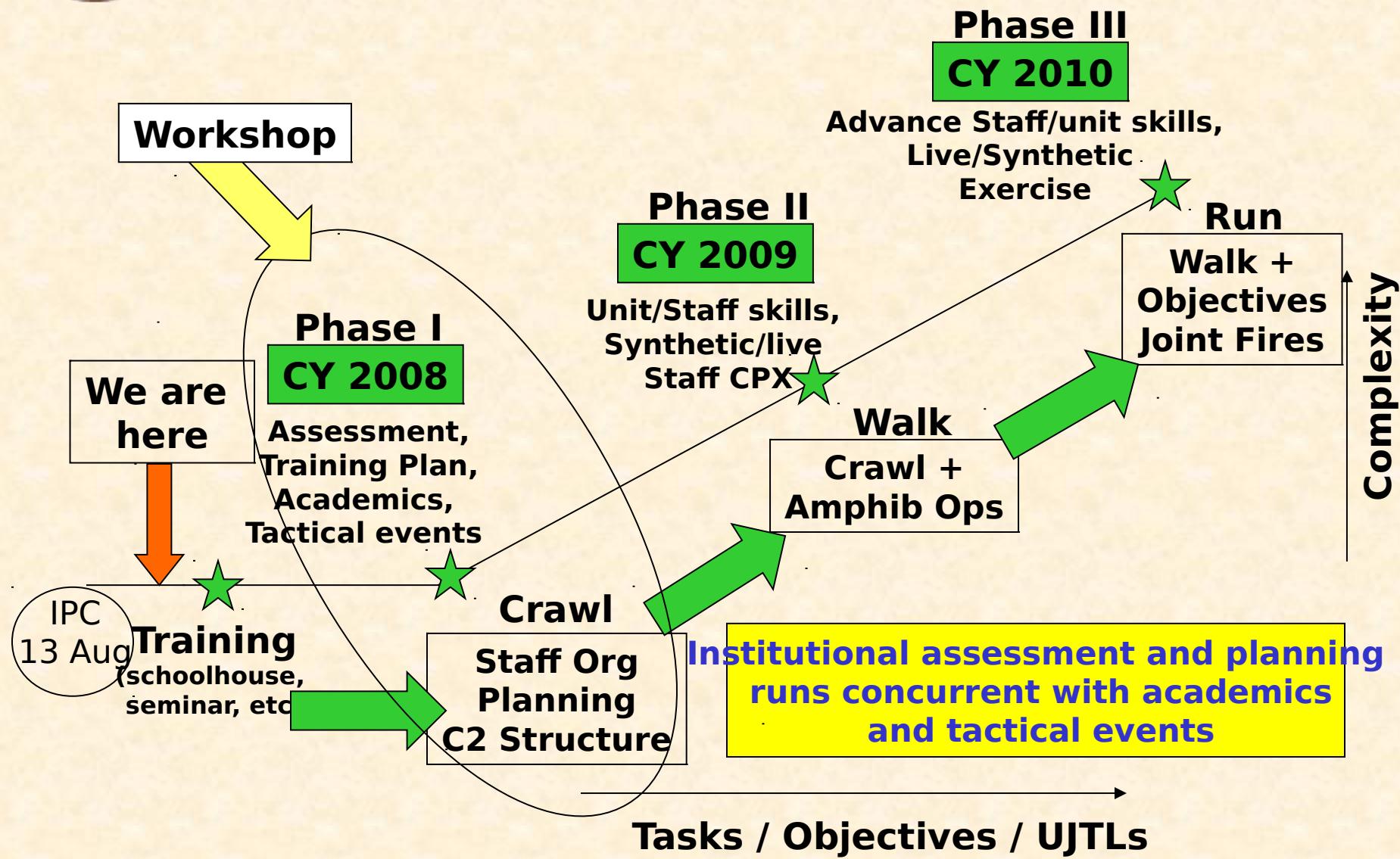
# The Solution *Institutional Level*



- The “rebirth” of the naval services amphibious forcible entry capability must be done in a deliberate and thoughtful manner--need Training and Education solutions prior to operationalizing a MEBEX-type exercise
- Based on envisioned timeline to execute “Live MEBEX”, it will have been **9 years** since the last exercise of this type/scope - Assured Alligator '01 (a MEB “light” exercise)
- HQMC needs to convene an Amphib Board to consider DOTMLPF solutions going forward
  - USMC is “at a different place” than it was in '01
  - Changes across DOTMLPF necessitate another look ... another analysis
  - Forcible Entry is a Core Competency and as such deserves special attention
- **Reestablish the Navy-Marine Corps Amphibious Board to address the institutional status and requirements of the Naval Services and/or joint forces to conduct MEB level amphibious forcible entry operations—doctrine, equipment, ships, training, education,**



# Phased Building Block Approach





# Endstate

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- Develop a cadre of experienced officers and senior enlisted personnel with exposure / experience in amphibious MEB/ESF forcible entry operations
- Periodic amphibious MEB/ESG C2 events (synthetic) to establish depth and enhance expertise across USN/USMC
  - Include deploying ESG participants where FRTP-PTP permits
- Routinize concurrent development of other AMW skill sets in existing FRTP-PTP venues
  - Ship-to-shore movement planning and execution, amphibious craft loading and unloading, supporting arms and integrated fires during ESG C2X and CERTEX events
- Position for a future recurring live amphibious MEB/ESG exercises
  - Including amphibious MEB/ESG training capability



# The Real Endstate

- “A United States Naval Force ready to come from the sea against our nation's foes in any clime and place while maintaining a preeminent role as the leading edge of our nation's forward presence”

*CMC Washington 301724Z JUL 08*



# AMW capabilities assessment

- **Requirement derived from MEBEX “summit”**
- **Who does it?**
  - **MFC is currently conducting a USMC Core Competencies Study**
  - **CNA also conducting a baseline study**
- **Task for AMW OAG: “Frame” the assessment**
  - **Where are we? Where do we need to go? How are we going to get there?**



## EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC

# AMW Skill Matrix

AMW Mission Area	Priority	Fleet Skill Level	USMC Skill Level	Infrastructure exists to support training	Remarks: What is required to recapture skill sets	
Command & Control						
Surface Ship to Shore Movement						
Supporting Arms Integrated Fires						
Tactical Loading						
Air OPS C2						
Planning						
Embarkation						
Assault						
Raid						
Withdrawal						

Note: This is not an all inclusive list of warfare areas and missions. Provided as an example.



# Operational Command Post Exercises

1NCD

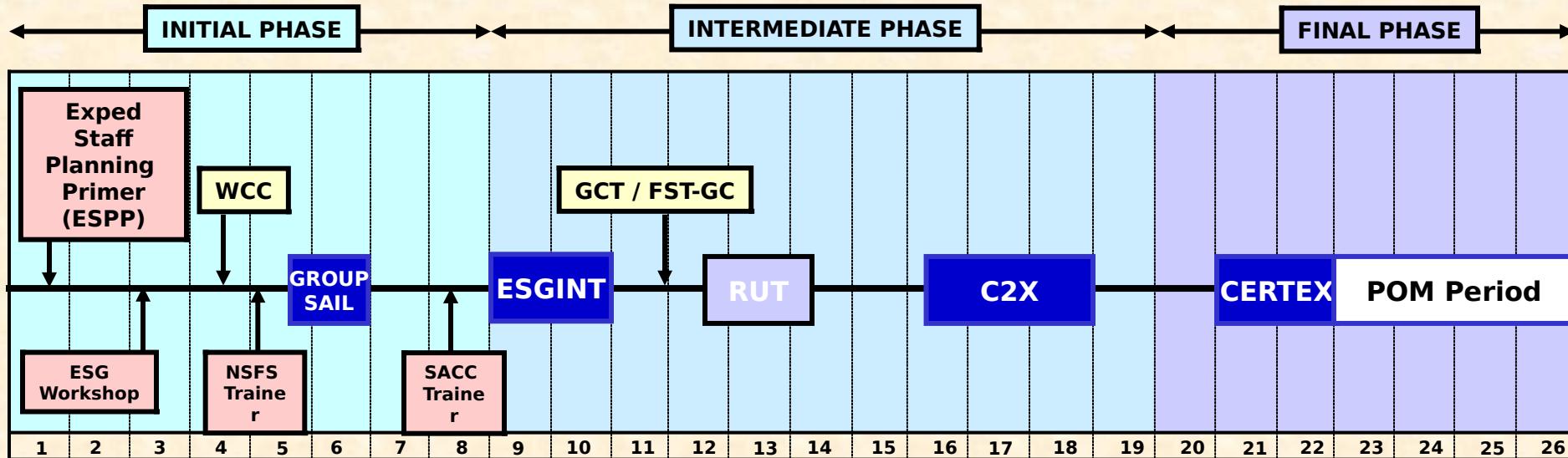
ESG-2

COMUKAMPHIBFOR

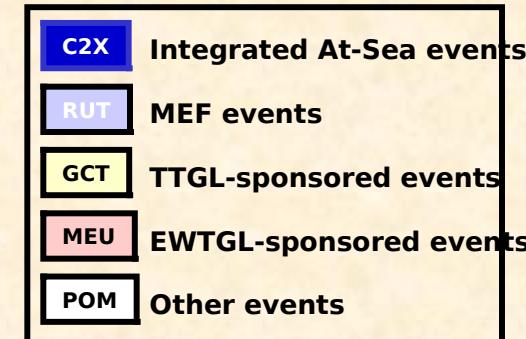
- Staff Planning
- Coalition
- Joint
- Specific mission sets
- Specific operating environments
- Operational Level
- EWTG Role
  - Facilitator
  - Synthetic environment
  - Subject matter experts
  - Scripting, MESL, White Cell, Red Cell



# ESG Fleet Response Training Plan (FRTP) MEU Predeployment Training Program (PTP)



**ESPP:** Expeditionary Staff Planning Primer  
**ESG:** Expeditionary Strike Group  
**WCC:** Warfare Commander Conference  
**NSFS:** Naval Surface Fires Support  
**SACC:** Supporting Arms Coordination Center  
**ESGINT:** ESG Integrated Training  
**GCT:** Group Commander Training  
**FST-GC:** Group Commander Fleet Synthetic Training  
**RUT:** Realistic Urban Training  
**C2X:** Composite Training Unit Exercise  
**CERTEX:** Certification Exercise  
**POM:** Pre-Overseas Movement





# NATO

- Deputy, Head of Delegation
  - NATO Alligator Conference (Naples)
  - NATO Standardization Agency (Brussels)
    - Amphibious Operations Working Group
    - Joint Intelligence Working Group
- Potential coordination
  - with CJOS
  - JFCOM (ACT)
  - SURFLANT
  - EUCOM
  - AMW OAG



# *AMW OAG 3-5 June*

- **Chaired by ESG-2, hosted by LHA/LHD/LPD4 CLASS**
  - ESG-3 chairs, LSD/LPD-17 CLASSRON hosts next year on 1
- **Increased USMC presence**
  - MEF reps were voting members on Executive Committee
- **Presented amphibious way ahead brief**
  - MEB/ESG CE training, NACOE and its relationship with O

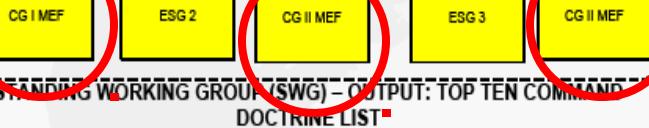
## EXECUTIVE COMMITTEE

### KEY STAKHOLDERS

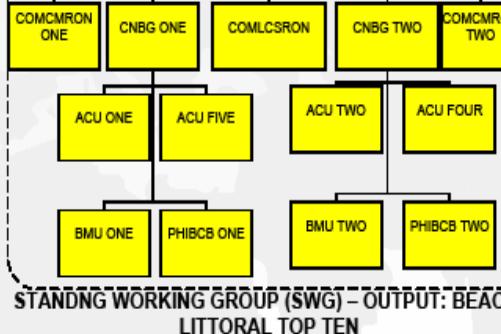
ESG 2, ESG 3, ESG 7

CG I MEF, CG II MEF, CG III MEF

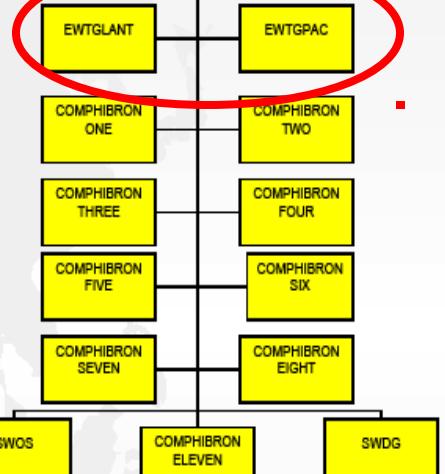
### COMMAND AND DOCTRINE CHAIR: ESG 7



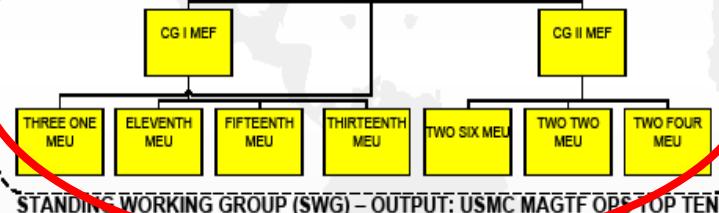
### BEACH/ LITTORAL CHAIR: ESG 2



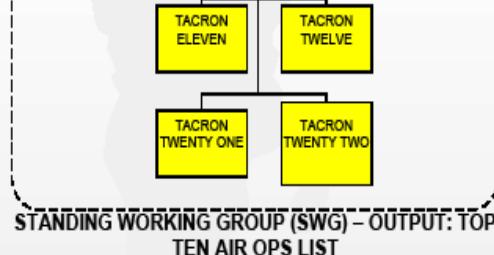
### TRAINING AND READINESS CHAIR: ESG 3



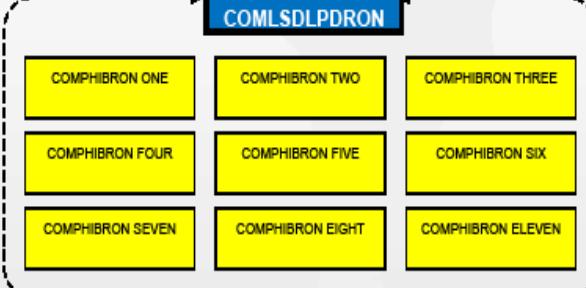
### MAGTF OPERATIONS CHAIR: CG III MEF



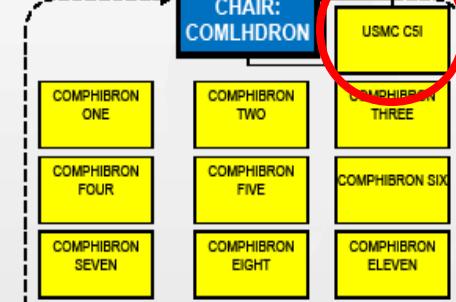
### AIR OPERATIONS CHAIR: COMTACGRU ONE



### HM AND E CHAIR: COMLSDLPDRON



### C5I CHAIR: COMLHDRON





## EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC

# AMW OAG 2008-01 EXECUTIVE COMMITTEE RESULTS

## FINAL TTPL AMW OAG 08-01

#	Ballot Items	Score	Avg. Rank	STD
1	LSD MIDLIFE (INCLUDING REPAIRS) (HME)	40.00	1.00	0.00
2	LHD MIDLIFE (INCLUDING REPAIRS) (HME)	39.00	2.00	0.00
3	LCAC SLEP / READINESS (BNL)	37.63	3.38	0.52
4	LCU SUSTAINMENT / REPLACEMENT (BNL)	37.38	3.63	0.52
5	WELIN LAMBIE BOAT DAVIT (HME)	25.63	15.38	5.01
6	IMPROVED L-SHIP SELF DEFENSE (CAPSTONE, AIP, FAC, FIAC) (C5I)	34.13	6.88	3.94
7	GIG E LAN (C5I)	28.38	12.63	5.97
8	CBSP (IP BANDWIDTH) (C5I)	29.00	12.00	5.83
9	FLIGHT SAFETY PALS / NVD / SATCC (AVI)	34.13	6.88	0.83
10	ESG AND USMC C5I INTEGRATION (FIELD / BACKFIT TO GREEN BASELINE) (C5I)	33.38	7.63	3.85
11	INLS PROCUREMENT (BNL)	30.13	10.88	4.19
12	STUASS / TIER 2 UAS ESG INCORPORATION (ISR) (AVI)	27.50	13.50	7.21
13	LANDING FORCE OTH TACTICAL COMMS - HF ALE AND EMUT (C5I)	26.13	14.88	2.47
14	PROPULSION DIESEL / SSDG SUPPORT (HME)	25.88	15.13	7.30
15	L CLASS CAPABILITY TO LOAD USMC EQUIPMENT (HME)	25.50	15.50	6.35
16	ESG (CE) / MEU / MEB TRAINING (TNR)	25.38	15.63	8.43
17	MV 22 / JSF INTEGRATION (AVI)	25.00	16.00	4.41
18	OPTAR SHORTFALLS (BNL)	24.50	16.50	6.63
19	TDL LSD 41/49	21.00	20.00	6.37
20	AMW HF COMMS AND HFRG (C5I)	20.00	21.00	3.02

APPROVED: COMESG TWO, AMW OAG 08-01 CHAIR, 05 JUN 08



**AMW OAG 2008-01 EXECUTIVE COMMITTEE RESULTS**

**SWG CHAIR POLICY ITEMS BREAKOUT**

1. Establish a Blue Baseline for C5I
2. Establish a Blue/Green command and control space utilization plan and configuration control.
3. ESG/EOD personnel resourcing
4. Update TADIL Links (LSD) in ROC/POE IOT support sea-basing and global fleet station.
5. Re-assess policy for monorails for L Class ships.
6. 11 meter RHIBs outfitting on Big Decks
7. Shoring requirements for L Class (wet well rqmts)
8. MOGAS policy - re-assess rqmts
9. FIAC Training - tie to self defense
10. ESG (command element/PHIBGRU - future of the command element
11. Engineman Manning on LSDs
12. ESG Mission Definition
13. ESG Manning
14. ESG TACPUB Review and Revision
15. Sea Basing, L-Class ships



## *Key points*

- **Expanded USMC participation as voting members**
  - Will continue to strengthen this relationship
    - MEF reps “got it”, now back-briefing their CGs
    - Need more HQMC/PPO and OPNAV/N3 involvement on operational issues due to expanded scope of...
- **Inclusion of Item 16 in top 20 list is significant**
  - Now we must build on this “wedge”
- **USMC representation requested for briefs to SURFLANT and...**
- **Recognition of requirement for a NACOE-like capability, esp coordinate non-materiel solution issues**



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## **EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**



# Why EWTG?

- Current training
  - Navy and Marine Corps Courses
  - Tactical and Operational Level
  - Individual and staff training
- Doctrinal review
  - Navy, Marine Corps and Joint
- TTP Development, instruction, mentoring
  - FRTP/PTP Program
    - ESG Workshop
    - SACCEX



# Why EWTG?

- Advocacy
  - Navy, Marine Corps and Naval Representatives
    - Policy
    - Requirements (MPF, Seabasing, Experimentation, Training)
- Experimentation
  - Synthetic training (FST, MEB landing, Large Scale Exercise (LSE))
  - JETT, JIOC, MSAT
- Acquisition
  - Proximity and involvement in “all things Naval”
  - Not the keeper of the keys but a concerned and involved player



## Why EWTG?

- The EWTGs are the logical conduits between USN/USMC on amphibious training issues
- EWTGL is intimately involved with collective and integrated training in the ESG FRTP/PTP
- Physical location of EWTGL better suited for this role
- EWTGL willing to develop this concept IOT meet CMC's guidance and CNO's intent

**It is imperative that we restore our  
Naval Amphibious capability and  
nobody else is doing it**



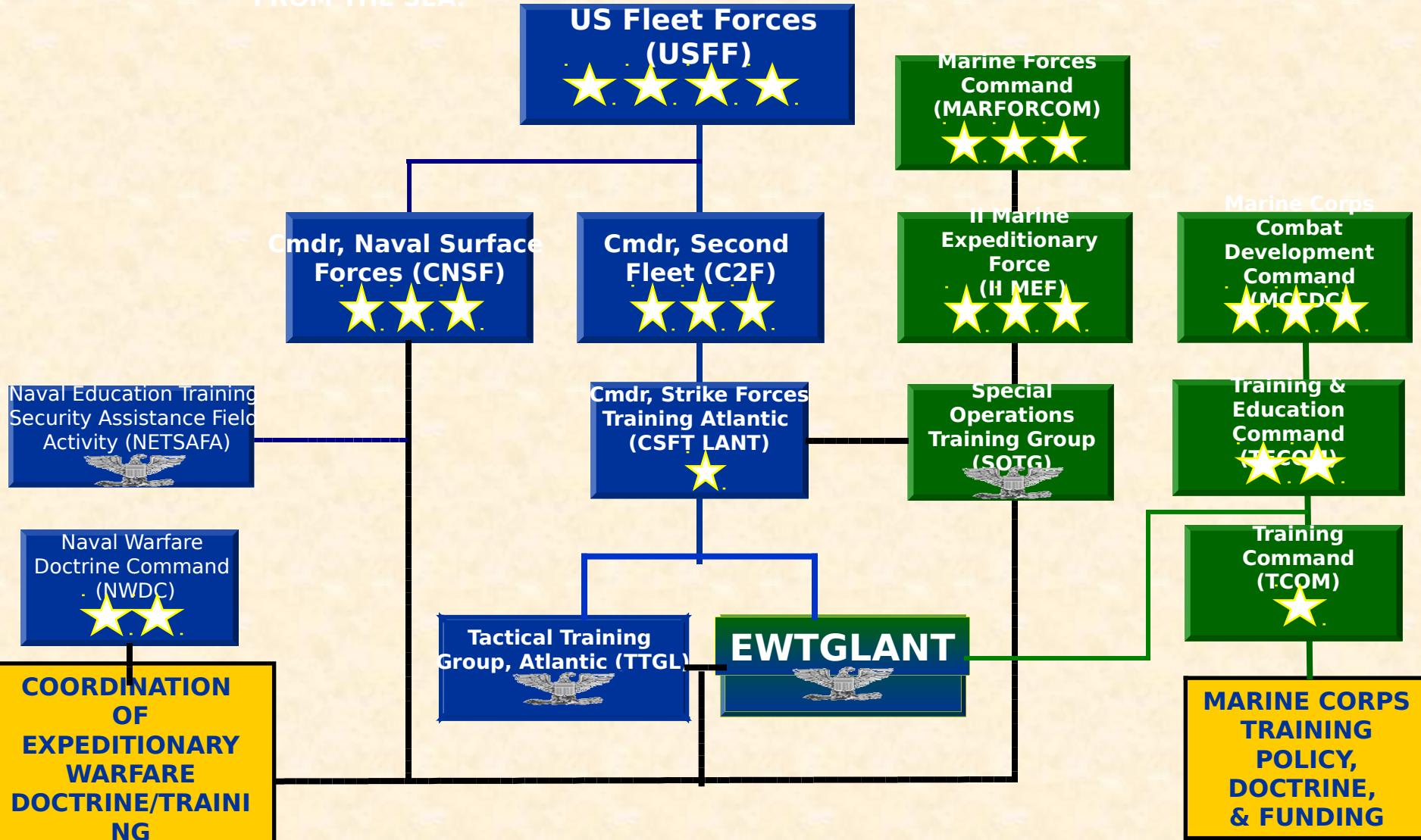
# Concerns to EWTG as the NACOE

- Chain of Command
  - Navy Operational Chain of Command (OPCON)
  - Marine Corps Supporting Establishment Chain of Command (ADCON)
- Authority
  - None
  - Often not invited
- Structure
  - Currently dual hatted and spare time
    - Mentoring, Collective (MTT) Training, Doctrinal review
- Funding
  - Drawn upon current budget
- Solved with an appropriately signed and approved Charter / CONOPS?



## EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC

**MISSION - "TO CONDUCT TRAINING AND INSTRUCTION IN THE DOCTRINE, TACTICS, AND TECHNIQUES OF NAVAL EXPEDITIONARY WARFARE, WITH A FOCUS ON AMPHIBIOUS OPERATIONS, IN ORDER TO SUPPORT OPERATIONAL COMMANDERS IN MAINTAINING FORCES READY TO PROJECT MILITARY POWER FROM THE SEA."**





# Concerns to EWTG as the NACOE

- Chain of Command
  - Navy Operational Chain of Command (OPCON)
  - Marine Corps Supporting Establishment Chain of Command (ADCON)
- Authority
  - None
  - Often not invited
- Structure
  - Currently dual hatted and spare time
    - Mentoring, Collective (MTT) Training, Doctrinal review
- Funding
  - Drawn upon current budget
- Solved with an appropriately signed and approved Charter / CONOPS?



# Other issues

- Center of Excellence?
- Other commands with similar / complementary missions, functions and tasks
- Reporting authority / responsibility
  - USFF, N85, N3
  - MARFORCOM, PPO, MCCDC



# DOTMLPF

- Doctrine
- Organization
- Training
- Materiel
- Leadership and Education
- Personnel
- Facilities



# Advocacy

- USN
  - USFF
  - C2F / C3F
  - ESG-2 / ESG-3 / ESG-7
- USMC
  - OAGs
  - MARFORCOM
  - I MEF / II MEF / III MEF
  - MARCORSYSCOM
  - PP&O
  - TECOM
  - MAGTF-TC



# Doctrine / TTPs

- USN
  - C2F / C3F
  - ESG-2 / ESG-3 / ESG-7
  - NWDC
  - SWDG
  - NAVWARCOL
- USMC
  - I MEF / II MEF / III MEF
  - MCCDC
  - MC Command & Staff
  - TECOM thru TECOEs



# Policy / Doctrine (HQMC, N-85, MCCDC)



- **An intellectual approach to the review of our amphibious doctrine, policies, and resourcing, assessing the shifting dynamics of maritime warfare and ensuring our amphibious tenets keep pace with evolving capabilities, technologies, allies and foes.**
- Validate Official Doctrine for Amphibious Operations (USMC Title 10 responsibility)
  - Assess comparison to Joint Doctrine
  - Does it reflect current warfighting philosophy/ capabilities
  - Assess requirements for current and future battlefields
- MEB Policy Order-
  - Concept of employment
  - Task Organization
  - Capabilities; Characteristics; Definitions; Manning and staffing
- Security Cooperation MAGTFs
  - How will they interact with Global Fleet Stations?
  - Will they source Marine Detachments for employment aboard naval ships? A return of the Mar Dets, but with a new mission.
- Navy Engagement
  - Advocate/Sponsor for USMC contributions to naval staffs i.e. ESG, FMOs, NECC, etc...
  - Review all Marines on Navy staffs. Are they in the right places or are they simply legacy.
  - Provide guidance and linkage between HQMC and the FMOs to influence Navy policy
  - Current Operations interface with USN (HQMC or MARFORCOM level?)
    - When we are in bed with the Operators the money guys will follow
  - Demonstrate an interest in the missions and challenges facing the Navy

Is there an existing reference to some sort of MEB order or does this need to be developed from soup to nuts?



# Training & Curriculum

- USN
  - EWTGL / EWTGP
  - TTGL / TTGP
  - CSFTL / CSFTP
  - C2F / C3F
  - ESG-2 / ESG-3 / ESG-7
  - CNBG-1 / CNBG-2
  - TACGRU 1
  - NAVWARCOL
  - NWDC
  - SWOS
  - NETC / NPDC
  - NMITC
- USMC
  - I MEF / II MEF / III MEF
  - MCCDC
  - TECOM
  - TCOM
    - MAGTF-TC
  - EDCOM
    - TBS
    - EWS
    - MC Command & Staff
  - SOTG
  - NMITC
  - MCTOG



# Education (TECOM)

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- **Educating our Marines and Sailors is fundamental to the success of this effort. The current land focused campaigns have diverted our attention from our traditional missions. Future plans depend on our ability to operate and fight from the sea. We have allowed our amphibious expertise to erode. We must re-invigorate our educational institutions and the professional education of our warfighters in amphibious operations.**

- Individual PME
  - Non-Resident
    - Non-resident and seminars
    - MCIs
    - Reading Program (Gazette; Proceedings; JFQ; etc...)
  - Resident
    - TBS (AMFEX)
    - EWS (....?)
    - Command and Staff (...?)
    - MCTOG?
- Unit
  - EWTG (MTTs)
    - EWTG to become Amphibious Center of Excellence?
  - MSTP (MEFEXs; MEBEXs)



# Policy

- USN
  - CNO
  - USFF
  - C2F / C3F
  - ESG-2 / ESG-3 / ESG-7
- USMC
  - CMC
  - OAGs
  - MARFORCOM
  - I MEF / II MEF / III MEF
  - PP&O
  - TECOM



# Experimentation

- USN
  - NAVWARCOL
  - NWDC
  - SWDG
  - NETWARCOM
  - CNO N7/N8
  - NAVAIR
  - SPAWAR
  - USFF
- USMC
  - MC Command & Staff
  - MCCDC
  - MCWL
  - MARCORSYSCOM
  - PMTRASYS



# Operations/ Training (MARFORs NAVFORs)

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- **Finally this effort must be operationalized. The “warfighters,” Blue and Green, must invest the energy and resources to complement education with specific and focused training. This training should include challenging amphibious exercises up to and including MEB sized amphibious landings.**
  - Staff Exercises (STAFFEX)
  - Command Post Exercises (CPX)
    - Simulations
    - Tactical Exercise Without Troops (TEWT)
  - Field Training Exercises (FTX)
    - Battalion
    - MEB
    - Joint/ Multinational



# Requirements / Acquisition

- USN
  - USFF
  - COMLHDRON
  - COMLSDLPDRON
  - COMNAVNETWARCOM  
M
  - CNSL / CNSF
  - COMNAVSEASYSCOM
  - COMSPAWARSCEN
  - OPNAV
- USMC
  - MARFORCOM
  - MARCORSYSCOM
  - PP&O



# NATO

- CJOS
- ACT
- JFCOM
- EUCOM
- Joint Staff



# Notes

- Some commands fall into multiple categories
- List may not be all inclusive
- Not all Subordinate commands are listed (PHIBRONs and MEUs)
- Joint entities that may touch on these (JWFC, JFSC, NDU, etc) are not listed



# **Tasks / Way ahead**

- Define mission / charter and associated structure and costs
- Get official USN/USMC approval and support
- Determine “start-up” costs in people/facilities
- Funding: USMC – MROC; USN - ? (POM)

- Objectives: Jan '09 IOC  
                          Jan '10 FOC



# Where are we now

## Advocacy, Integration & Coordination

- East Coast / West Coast
- Navy / Marine Corps
  - Naval
- Operational vs supporting establishment
- To what level?
- Who else performs this task?
- Does the task need duplication?
- Does the task belong there or in the NACOE?
- Are amphibious tasks best served in a Naval environment?
- Can / should operational be separated from the supporting establishment?
- Can / should training be separated from certification?
- SMEs on hand or just available
- Function and value of Advocacy



# Direction

Center?

**YES**

**NO**

TECOE

MORE THAN

JUST LIKE

LESS THAN

WCOE

MORE THAN

JUST LIKE

LESS THAN

Amphib OAG

ADVOCATE

HOST

ATTEND

NOT AT ALL



# Direction

## Charter

Navy

○	○	○	○	○	○	○	○
N85	N3	USFF	2dFlt	SURFOR	CSFT	NONE	

Marine Corps

○	○	○	○	○	○	○
N85	PPO	MFC	II MEF	MCCDC	TECOM	NONE



# Training and Education

## Training

○ Train at all levels   ○ Train Operational   ○ Train Tactical   ○ Train Naval   ○ No training

○  
Classroom

○  
Synthetic

○  
Mentor

○  
Live

## Curriculum

○ Write   ○ Review   ○ Approve   ○ Coordinate   ○ Input

○  
Navy

○  
Marine Corps

○  
Naval

## Training Doctrine

○ T&R Manual   ○ MET   ○ PTP   ○ FRTP

○  
Write Represent

○  
Review

○  
Policy

○  
Certify

○  
Coordinate

○



## **EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

# **Doctrine**



Write



Review



Approve



Coordinate



Input



Navy



Marine Corps



Naval



Joint

# **Policy**



Write



Review



Approve



Coordinate



Input



Navy



Marine Corps



Naval



Joint



## EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC

# Lessons Learned



Write



Review



Collect



Maintain



Coordinate



Input



Navy



Marine Corps



Naval



Joint

# NATO



Write



Review



Collect



Maintain



Coordinate



Input



Navy



Marine Corps



Naval



Joint



# Requirements / Aquisition



Write



Review



Coordinate



Represent



Acquire



Navy



Marine Corps



Naval



Joint



# Authorities

- Navy
- Marine Corps



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## **EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**



**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

# Naval Amphibious Center of Excellence

## Mission Analysis



# Source of the Mission

- Source:
  - Commandant's 2006 Planning Guidance
  - ADM Roughhead brief to the House Armed Service Committee (13 Dec 07)
  - NTTP 1-01
  - TECOMO 5420.1
  - PPO Briefs
  - Results of 23 April Amphibious Summit



# HHQ Mission

- TECOE Order
- WCOE



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**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

# HHQ Intent



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**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

# Specified Tasks



**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

# Implied Tasks



**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

# Essential Tasks



**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

# Purpose



# Restraints

- (Can't do)



# Constraints

- (Must do)



**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

# Available Forces, Assets & Capabilities



**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

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# HHQ Assumptions (Facts)



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**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

# Assumptions



**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

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# Risk Assessment



**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

# Preliminary Mission Statement



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**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

# Commander's Initial Intent



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**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

# CCIRs & RFIs



**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

# Commander's Planning Guidance



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## **EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**



**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

# Charter



# Command Relationships

- MOA would require USN / USMC concurrence
- No change in chain of command - EWTG remains OPCON to CSFTL
- (Initially) Naval Amphib COE would reside at EWTGL and under the current Commanding Officer. CO would be the Commanding Officer / Director
- Minimal (no) impact on current assigned mission, function, tasks of EWTGL
- Structure (Navy and Marine Corps) and budget increases would be based on assigned responsibilities and authorities
- COE is not a schoolhouse



# **Naval Amphibious Center of Excellence**

- Amphibious focal point for USN / USMC: alignment, advocacy
- Functional TECOE (TECOMO 5420.1)
- Requires USN/USMC approval/coordination
  - Potential to eventually become a Joint COE
- DOTMLPF:
  - Develop training continuum. MEB staff training is a core capability
  - Develop T&R Manual (requirement TBD)
  - Become primary amphib advocate for USN USMC, lead Amphib Operational Advisory Group (develop relationships with PPO, N35 and N85)
  - Develop requirements and provide AO's to support acquisition programs
  - Primary for Doctrine/TTP review
  - Significant input to experimentation
  - Coordination with school houses

**Primary functions:**  
**Advocacy and Alignment**  
**Training / exercise support**  
**Education support**  
**Doctrine review**

**Secondary functions:**  
**Experimentation support**  
**Requirements development**  
**Acquisition support**





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## **EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**



# Structure

- Operationally experienced
- MOS/NEC experienced
- Rank/service conscious
- Specific and unique skills
- Other functions



# Notional TECOE Staffing



- Dep Director
- OpsO
- Ops Asst
- Doctrine
- Doctrine
- OPFORs/OAGs
- OPFORs/OAGs
- MCCDC LNO/Requirement
- SYSCOM
- SYSCOM
- T&R Review
- T&R Review
- Ranges, Trng Areas, Training Devices
- Personnel
- MCWL LNO

1

**Annual Cost per TECOE:**  
**\$1.7M**  
**(15 Personnel, TAD, NMCI)**



# AMW OAG

- Attend
  - (+1) O5-O6
- Host
  - (+2) O4-O5/PB2 (USMC / USN)
- “The” Advocate
  - Elevate Director
  - (+2) O4-O5/PB2 (USMC / USN)



# Advocacy

## Includes NATO

- Representation
  - Oversight/LNO
    - Min: (+ 3) O4-O5/PB2-PB3 (USMC / USN)
  - SME
    - Min: (+ 6) O3-O5/PB2-PB3 (USMC / USN)



# Training Function

- Cover training gaps
  - Coordinate/standardize ESG/MEB & ESG training
    - (+2) O4-O5/PB2 (USMC / USN)
  - ESG CE/MEB Training & ESG Mentor/Eval
    - Naval (4+ per year)
      - (+6) w/external SME Support
        - » E6-E8 / O3-O5 / PB2-3 (USMC / USN)
      - (+16) w/o external SME Support
        - » E6-E8 / O3-O5 / PB2-3 (USMC / USN)



# Curriculum Function

- Extend training and education
  - Coordinate training CCRBs & education
    - (+ 2) O4-O5/PB2 (USMC / USN)
- Cover training gaps / coordinate existing
  - Write curriculum \*Could be short duration contract
    - MEB/ESG, ESG CE, ESG (SG+MEU), Adv Amphib
    - (+1) PB2 (USMC / USN)
  - Review Naval curriculum
    - (+2) O3-O5/PB2 (USMC / USN)
  - Review, Write & Approve curriculum
    - (+4) O4-O5/PB2 (USMC / USN)



# Training Documents/Policy

- MET Based Training/Evaluation
  - Amphib T&R & Naval METLs
    - (+ 2) O5/PB3 (**USMC** / USN)
  - Coordinated East Coast West Coast F RTP/PTP
    - MEB/ESG & ESG (SG+MEU)
      - (+ 2) O5/PB3 (USMC / USN)
  - Review / Incorporate
    - (+ 2) O5/PB3 (USMC / USN)



# Doctrine Function

- Review
  - (+3) O4/PB2 (USMC / USN)
- Review, coordinate and limited advocacy
  - (+2) O4-O5/PB2-PB3 (USMC / USN)
- Review, draft, coordinate, update & advocacy
  - (+2) O4-O5/PB2-PB3 (USMC / USN)



# Lessons Learned Function

- Review, Post & Inject
  - (+3) O4/PB2 (USMC / USN)
- Collect & Publish
  - (+2) O4/(+2) PB2-PB3 (USMC / USN)
- Draft & Incorporate
  - Doctrine, Training and Education, Policy, Reqmts
    - (+2) O4-O5/PB2-PB3 (USMC / USN)



# Requirements/Acquisition

- Representation
  - Oversight/LNO
    - Min: (+ 3) O4-O5/PB2-PB3 (USMC / USN)
  - SME
    - Min: (+ 2) O3-O5/PB2-PB3 (USMC / USN)
  - Additional Focus
    - Seabasing, L-Class, C2, JSF etc
    - As required
      - (+2) O4-O5/PB2-PB3 (USMC / USN)



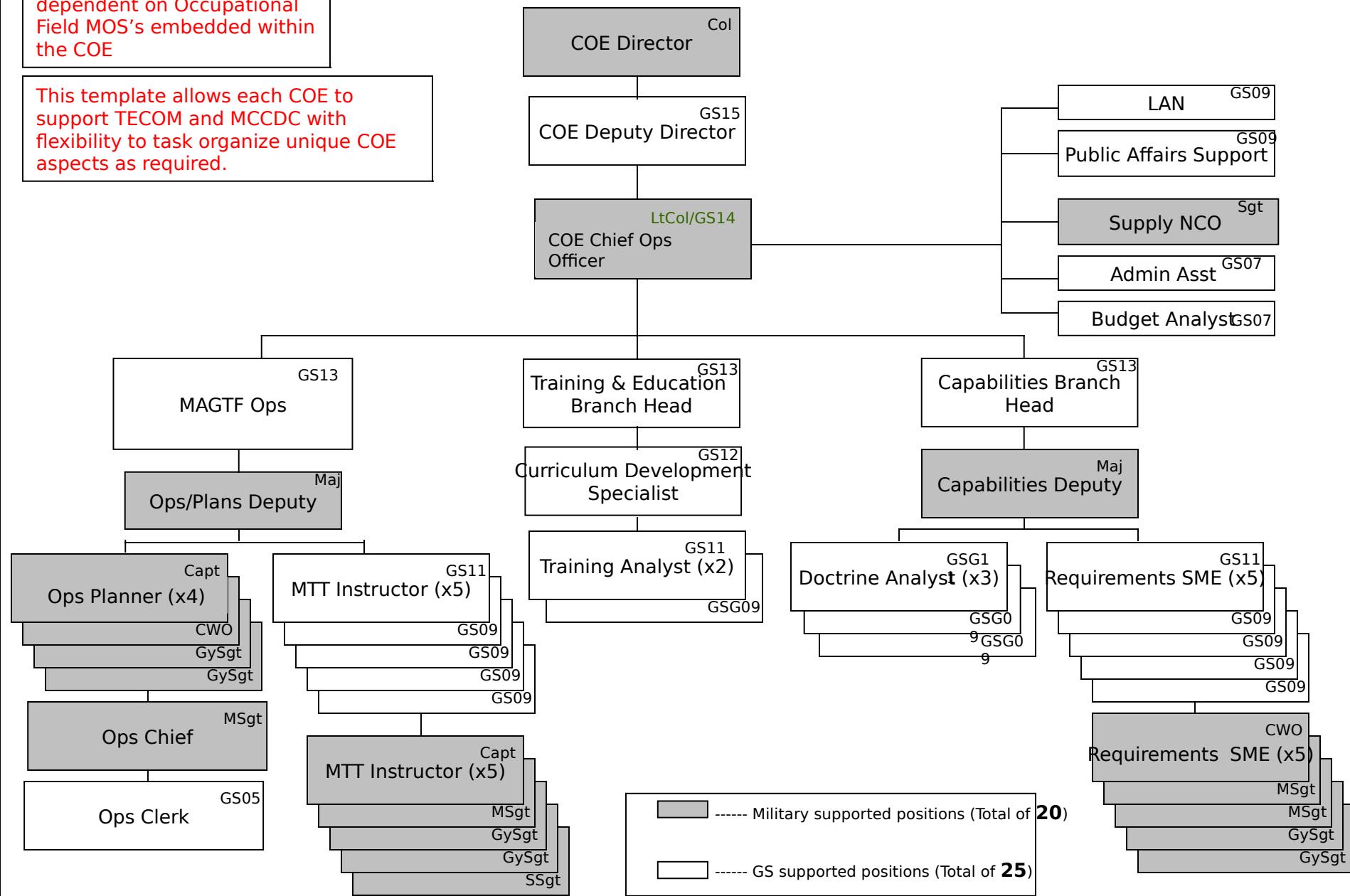
# Support Function

- Deputy Director / COS
  - CO, EWTGL as Director
  - XO, EWTGL as Deputy Director (uniformed)
    - (+1) PB3 (USMC / USN)
  - w/ assistant
    - (+1) E4-E5/PB1 (USMC / USN)
- Admin (web, travel, Budget, Web, PA etc)
  - (+3) E3-E5/(+2) P1-PB2

# Template COE T/O

Structure is highly dependent on Occupational Field MOS's embedded within the COE

This template allows each COE to support TECOM and MCCDC with flexibility to task organize unique COE aspects as required.



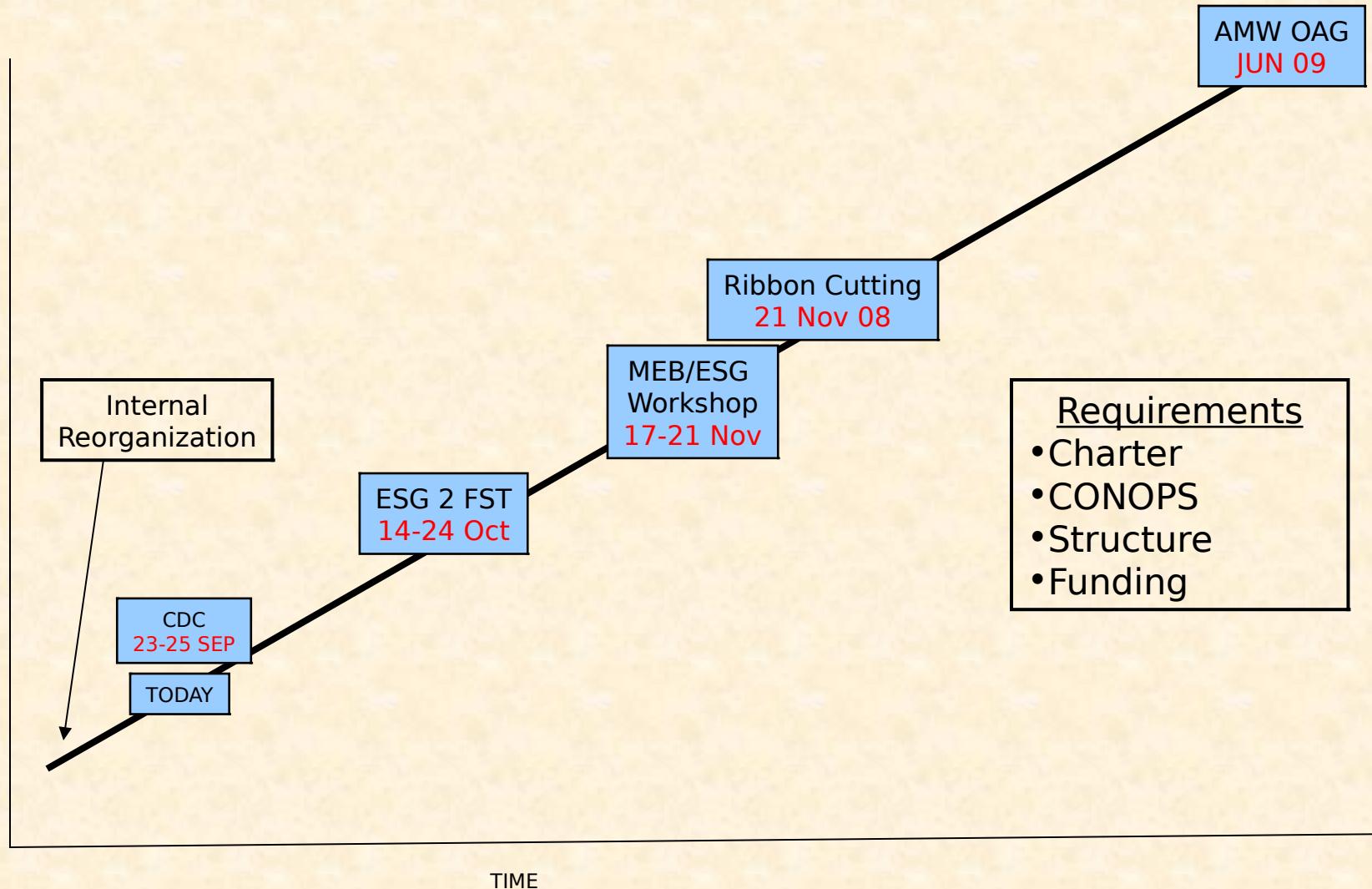


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## **EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**



# POA&M





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**EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

# **Growth**

*Requirement/Authority based Capability*



## **EXPEDITIONARY WARFARE TRAINING GROUP, ATLANTIC**

### ***Spiral Growth***

*Requirement/Authority based Capability*

